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NARRATIVE

1. EXPERIENCE/EXPERTISE/RELIABILITY

1.1. Company Overview

DJT Consulting Group is a California-based resource development and community planning company. A primary company mission is to improve community infrastructure, resources, and services.

A California state-certified small business, DJT was founded by Dan Armenta, Jennifer Crystal Chien and Trudy Kilian. While the company was formed in 2000, the principals' individual consulting experience ranges as far back as 1982. Collectively, these three have worked with businesses, government entities and nonprofit organizations as employees, managers, administrators, consultants and advisors.

Company services include grant writing, grant training, community research and planning, putting projects out to bid and contract monitoring. Other services include evaluation, organization development and report writing.

Efforts of one or more of DJT's personnel have resulted in "best practices" level strategies, collaborations, services and programs. Other achievements include garnering more than \$80 million in grants and contracts for our clients.

Clientele

Collectively, the partners and personnel of DJT Consulting Group have worked with a number of government clients, including:

- Azusa, City of
- City of Los Angeles Community Redevelopment Agency (CRLA)
- Duarte, City of
- East Bay Regional Parks District (loaned from San Leandro)
- Fairfield, City of
- Fontana, City of
- Greater Vallejo Recreation District
- Monterey, County of
- Moreno Valley, City of
- Murrieta, City of
- Piedmont, City of
- San Leandro, City of
- San Francisco, City and County of
- San Rafael, City of
- Santa Clara, County of
- Santa Fe Springs, City of

- Santa Rosa, City of
- Stockton, City of
- Vallejo, City of
- Watsonville, City of

We have also worked with 59 businesses and non-profit organizations. While most of our clients are in California, others are based in Alabama, Arizona, Oregon and Washington.

Satisfied Clients Say...

DJT Consulting Group brings a diverse and comprehensive expertise to the City's total grant effort, resulting in a cost-effective grant writing approach.

--Dan Lunsford, Grants Project Manager, City of San Leandro

We wouldn't have gotten funded without you!

—Vaughn Stratford, Library/Cultural Affairs Director, San Rafael Public Library

We all are very impressed with the work you and Trudy have done. I think the grant reads incredibly well and is deserving of funding. The level of competition and the Committee's confidence in our ability to pull this off will be key! Thanks so much.

—Deborah Barrow, City of Watsonville

Just a quick note to let you know that we received approval of our HRSA application earlier this week. Thanks for all your help under those crazy times - it worked!

—Laura Lambe, CenterPoint

1.2. Grant Writing and Related Funding Expertise

DJT Consulting Group brings extensive experience in each area of writing, researching, managing, and securing grants for government agencies. Our firm can manage the entire proposal process or complete specific assignments. We can locate likely funding sources, advise whether opportunities are worthwhile to pursue, coach others in proposal development and recruit and manage subject matter experts and support staff.

Obtaining New Funding and Variety of Funding Sources

Collectively, DJT Consulting Group personnel have helped clients procure over \$80M in grants or fee for services contracts. Some awards were first-time grants from a new funding source. Others were new proposals to a known entity.

The firm has assisted clients in submitting proposals and bids to local, regional, state and national government, foundations (private, family and corporate) and nonprofit entities. Some of these funding sources are noted in the section below. A detailed table of funded efforts, along with funding sources and amounts, is provided in Section 1.4.

Types of Efforts Funded

Funds have benefited culturally diverse populations, businesses, customers, community residents, visitors and community/government agency clientele. Company projects have been related to community planning, organization development, construction and program service delivery. Below, we highlight some projects for which funding was received and funding sources for which proposals were submitted in specific topic areas.

- **Technology** projects funded include computers and software for a youth center and a senior citizens' program; mapping software for a city's economic development department, and a computer education program.
- **Social Services** projects funded include education (K-12, after school programs, private schools, higher education, alternatives, adult education); children's services (childcare, foster care, child abuse prevention, intervention), domestic/community/ school violence (crisis intervention, programs, shelters); runaway and homeless youth (services and shelters), substance abuse (prevention, intervention and outpatient, in-custody and residential treatment), mental health (crisis intervention, treatment) and women's services.
- **Human Services** (Personnel) projects funded include staff positions in numerous social services, housing and criminal justice proposals. Funding was also received for hiring consultants and providing workshops, conferences and training to benefit staff, volunteers and community leaders.
- **Education** projects funded include educational justice for minorities, youth violence prevention, educational attainment improvement, planning, joint-use library services, literacy education and children's education programs in shelters and treatment programs.
- **Housing** projects funded include construction, rehabilitation and service-related projects, such as shelters (youth, families, single men, single women, and special needs clients including domestic violence victims, HIV/AIDS victims, mentally ill and substance addicted individuals), motel-conversions into efficiency apartments, supportive housing, transitional housing, housing for HIV/AIDS victims, establishment of a county-wide housing trust fund, housing

summits, affordable housing, first time homebuyer mortgage assistance, low-income housing rehabilitation, predevelopment costs, prevention of eviction funding, and first and last month's rental assistance.

- **Transportation** projects funded include street improvements to reduce smog and improve safety, transportation planning, a bus for a senior services program, and a pedestrian bridge (see also Community Development).
- **Criminal Justice** projects funded include substance abuse treatment services for criminal offenders (incarcerated, in the community, in shelters or other housing), criminal offender drug and alcohol research, community oriented policing services, drinking driver programs, traffic schools and other services that are pre-, post- or alternatives to conviction (diversion).
- **Community Development** and **Engineering** projects funded include community center construction, library construction and renovation, streetscape improvements, bridge construction, street bulb-outs, transit-oriented development, historic building surveys, urban parks, predevelopment costs, development planning, landslide mitigation.
- **Environmental** projects funded include watersheds, solid waste disposal, recycling, tire disposal, illegal dumping, waterway protection, abandoned boats, waste abatement and the purchase of low emission vehicles.
- **Other projects** funded include medical clinic remodeling, new agency formation, organization development (see also Human Resources) outreach, marketing and public relations and planning studies.

Grant Training and Coaching

Company personnel provide a variety of grant training and coaching to individuals and groups planning to develop nonprofit organizations, to already-formed nonprofits, to government entities, to community-based coalitions and to businesses. Highlights of such activities include:

- *Grant writing workshops to the Vallejo Mayor's Roundtable for the Arts.* DJT Principal Consultants Dan Armenta and Jennifer Chien provide an orientation of grant search techniques, research expectations, grant proposal writing tips, and a question/answer forum for non-profit arts organizations in the community. The workshops normally draw 40 to 60 participants.
- *Customized grant research and proposal writing training.* DJT Principal Consultant Trudy Kilian has provided this service to numerous nonprofit

entities in Santa Clara County, and to WinCare, a national for-profit long-term care software company based in Oregon. In addition, for three years, Sherry Bruning, DJT Senior Associate, has provided similar services through one-to-one grant research training and training on preparing Letters of Intent.

- *Training and education to new organizations.* Jennifer Chien led the development of a nonprofit organization empowering individuals and groups to develop new nonprofits. She also led an internet discussion group on fundraising through grants.

1.3. Work References

City of San Leandro

Name and Title	Hanson Hom, Director of Community Development,
Agency/Company	City of San Leandro
Address	835 East 14th Street San Leandro, CA 94577
Telephone Number	510-577-3371 or 510-577-3421
Email	hhom@ci.san-leandro.ca.us

Sample Projects, Names and Types of Grants

Since 2000, DJT Consulting Group has had an annual contract with the City of San Leandro to provide grant-related services. DJT has provided funding research, made recommendations on which funders to approach, met with staff to decide on funding strategies, managed the entire grant writing process or performed portions of the project. *In the first three years of service, DJT helped the City obtain more than \$6,374,697 in grants, at a cost to the City of only \$237,226. This represents a return of **\$26.87 for every dollar in consultant fees.*** Projects and types of grants are listed in Section 1.4.

DJT Personnel working with this Client: Jennifer Chien is the Principle Project Manager for services to the City of San Leandro. Dan Armenta has taken the lead on Parks and Recreation Projects and Trudy Kilian has taken the lead on housing-related projects. All DJT Personnel have worked on proposals for this client.

City of Los Angeles

Name and Title	Curtis Gibbs, Senior Resource Development Officer
Agency/Company	City of Los Angeles Community Redevelopment Agency
Address	354 South Spring Street, Ste 800, Los Angeles, CA 90013
Telephone Number	213-977-1882 X 2684
Email	cgibbs@cra.lacity.org

Sample Projects, Names and Types of Grants

One project included working with a number of grant writers and other consultants on a package of proposals submitted to the Los Angeles County Metro Transit Authority “Call for Projects.” “Broadway Sidewalks” was the name of the project element that DJT Consulting Group handled. The proposal was for \$2.6M. According to CRALA staff, the proposal was well-received. Unfortunately, MTA was forced to terminate the Call for Projects due to the state’s budget crisis.¹ This work included following specific instructions for communicating among consultants, for preparing documents so that they would be uniform in “look and feel” and in staying within a budget although project details changed.

DJT Personnel working with this Client: Dan Armenta is the Principle Project Manager for CRALA. Trudy Kilian and Sherry Bruning also worked on CRALA projects.

¹ Since submitting our original proposal to Arizona, we are happy to announce that this proposal was funded!

1.4. Previous and Current Grant Awards

Selected Funding* Received by Clients (page one of six)			
Year	Grant Agency	Proposal Title/Emphasis	Award
1985	California Office of Criminal Justice Planning	Agency Start Up and Programs Funding	\$300,000
1987	Santa Clara County Department of Housing and Community Development	Cots for Cold Weather Shelter	\$7,000
1988	United States Department of Housing and Urban Development (HUD), Community Development Block Grant Program (CDBG) Santa Clara County	Shelter and Supportive Services	\$7,000
1989	County of Santa Clara, Municipal Court	Traffic School	\$1,900,000
1992	Corporation for Supportive Housing	SRO and Efficiency Housing	\$40,600
1992	County of Santa Clara	Drinking Driver Program	\$350,000
1992	County of Santa Clara, General Fund	Comprehensive Offender Drug Abuse Programming (treatment)	\$424,532
1992	HUD, Housing and Community Development Program, Shelter Plus Care	County Shelter Plus Care Program	\$1,613,340
1993	All Stars Helping Kids	Children's Education Program	\$15,000
1994	HUD	Shelter Construction	\$968,769
1994	HUD Office of Special Needs Assistance Programs	Permanent Housing and Supportive Services for Homeless Disabled	\$842,519
1996	Altera Corporation	Children's Education Program	\$1,000
1996	Bank of Santa Clara Foundation`	Reception Ctr. Family Shelter	\$2,000
1996	McCarthy Family Foundation	San Martin Family Living Ctr.	\$5,000
1996	Peery Foundation	Youth Outreach Program	\$5,000
1996	The Gilroy Foundation	Aftercare to South County	\$1,500
1996	Thielen, Jacqueline S. Foundation	Ending Homelessness Summit	\$5,000
1996	HUD Community Development Block Grant Program (CDBG) Santa Clara County	Reception Ctr. Phase 2 Rehab	\$145,000

Selected Funding* Received by Clients
(page two of six)

Year	Grant Agency	Proposal Title/Emphasis	Award
1997	3COM Corporation	Computer Ed. Network	\$165,000
1997	Abbott Laboratories	Operational Support	\$2,000
1997	Adaptec	Children's Education Program	\$3,000
1997	Adobe	Ending Homelessness Summit	\$5,000
1997	Applied Materials, Inc.	Ending Homelessness Summit	\$5,000
1997	Center Trust (Hugh Stuart)	Ending Homelessness Summit	\$5,000
1997	City of San Jose, Parks Recreation and Neighborhood Services	Serenity Garden	\$71,000
1997	City of Santa Clara Redevelopment Agency	Santa Clara Family Living Ctr.	\$38,840
1997	CDBG, City of Sunnyvale,	Reception Center Rehab	\$50,000
1997	Community Foundation Silicon Valley	Housing Needs and Solutions Community Survey	\$5,000
1997	DiNapoli Foundation	Housing Needs and Solutions Community Survey	\$5,000
1997	Junior League of Santa Clara Co.	Art in Architecture	\$1,000
1997	Novell Corporation	New Santa Clara Family Living Center	\$25,000
1997	Packard Foundation, David & Lucile-Organizational Effectiveness Program	EHC Into the Next Century Service Refining and Staff Development	\$15,000
1997	Santa Clara County, Public Health Dept.	Social Services Programs	\$144,500
1997	Sobrato Foundation (The)	Housing Needs and Solutions Survey	\$5,000
1997	Stella B. Gross Charitable Trust	Life Skills	\$6,492
1997	Union Bank	Community Wide Affordable Housing Survey	\$10,000
1997	United States Department of Health and Human Services (DHHS)	Transitional Housing	\$100,000
1997	DHHS, Office of Population Affairs, Office of Adolescent Pregnancy Prevention	Adolescent Pregnancy Prevention Program	\$157,353
1997	HUD	Conversion of Warehouse to (250-bed shelter)	\$52,839

Selected Funding* Received by Clients (page three of six)			
Year	Grant Agency	Proposal Title/Emphasis	Award
1997	United States Department of Housing and Urban Development (HUD)	Multiple Services in Santa Clara County (SuperNOFA)	\$8,494,112
1997	HUD, Community Development Block Grant Program (CDBG) City of Santa Clara,	Conversion of warehouse to (250-bed shelter)	\$52,839
1997	United Way of Santa Clara County	Child Care Component	\$25,000
1997	Unity Palo Alto Community Church	Shelter and Supportive Services	\$500
1998	City of San Jose, Community Development Block Grant	New Billy DeFrank Lesbian and Gay Community Center	\$500,000
1998	Intel Corporation	Learn to Win Program	\$10,000
1998	Santa Clara County	Shelter and Services	\$149,843
1998	Santa Clara County Criminal Justice Information Center	Community Mediation Services	\$129,750
1998	United States Department of Health and Human Services (DHHS) Administration for Children and Families	RHY Street Outreach Program	\$96,570
1998	HUD Supportive Housing Program	Continuum of Care	\$ 1,704,882
1999	California Office of Criminal Justice Planning (OCJP) School Safety Programs	SSP Educational Justice for African-American Students	\$200,000
1999	Community Foundation of Santa Clara Valley	Living Free Substance Abuse Crisis Intervention, Education and Referral	\$10,000
1999	Kaiser Permanente	Youth Substance Abuse Crisis Intervention, Educ. and Referral	\$10,000
2000	California Department of Education, School Community Policing Partnerships Program	School Revitalization Program	\$ 325,000
2000	Cisco Systems Corporation	Computer Technology Training Center at Shelter	\$50,000
2000	Cisco Systems Corporation	Learn to Win Program (K-12)	\$15,000
2000	Orange County	Traffic School Program	\$1,250,000
2001	Braddock Foundation	Library Equipment	\$130,350
2001	California Department of Conservation	Recycling Center	\$33,000
2001	California Health Facilities Financing Authority	Health Clinic Rehab, Furniture Fittings and Equipment	\$194,350
2001	California Office of Traffic Safety	DUI/High School Ed. program	\$134,421

Selected Funding* Received by Clients
(page four of six)

Year	Grant Agency	Proposal Title/Emphasis	Award
2001	County of Santa Clara Dept. of Alcohol and Drug Programs (Drug Treatment Court)	Transitional Housing	\$110,000
2001	County of Santa Clara Dept. of Alcohol and Drug Programs	Transitional Housing	\$300,000
2001	Pacific Bell Community Enrichment Program	Computer Center, Youth Pgm	\$25,000
2001	Starbucks Foundation	Project Literacy	\$5,000
2001	HUD Economic Development Initiative EDI Special Projects	Landslide Mitigation	\$99,780
2001	HUD, Community Development Block Grant Program (CDBG) City of Mountain View	Shelter	\$18,000
2001	HUD (CDBG) City of San Jose	Transitional Housing Prog.	\$122,755
2001	HUD (CDBG) City of San Jose	Transitional Housing Rehab Project Phase II	\$406,536
2002	California Housing and Community Development (HCD) – Downtown Rebound Planning Grant	E. 14th South Area Development Strategy	\$50,000
2002	California Integrated Waste Management Board (CIWMB)	Used Oil Recycling	\$36,888
2002	Metropolitan Transportation Commission (MTC) Transportation for Livable Communities (TLC)	E. 14th South Area Development Strategy	\$50,000
2002	California State Parks Proposition 12 - Roberti Zberg Harris	Entitlement Funds	\$223,323
2002	California Substance Abuse Services Coordination Agency (SASCA) in County of Alameda	Transitional Housing	\$100,000
2002	(SASCA) in County of Fresno	Transitional Housing	\$100,000
2002	(SASCA) in County of Santa Clara	Residential Treatment and Transitional Housing	\$300,00 (amount varies)
2002	County of Santa Clara, Dept of Alcohol and Drug Programs	Transitional Housing	\$60,000
2002	County of Santa Clara, Dept of Alcohol and Drug Programs	Outpatient Treatment	\$300,000
2002	Health Resources and Services Administration, (HRSA) Health Care and Other Facilities Grants. CFDA 93.887	New Administrative Offices	\$492,243

Selected Funding* Received by Clients
(page five of six)

Year	Grant Agency	Proposal Title/Emphasis	Award
2002	Santa Clara Valley Health and Hospital Systems	Vietnamese Anti-Tobacco Program	\$15,000
2002	Strong Foundation	Watersheds	\$2,500
2002	Walmart - local community initiatives	Project Literacy	\$1,000
2003	Alameda County Transportation Improvement Authority (ACTIA) Measure B Bicycle and Pedestrian Countywide Discretionary Fund	San Leandro Slough Bridge, Bay Trail Bridge Project. Project No. 144-39-012	\$250,000
2003	Association of Bay Area Governments	Bay Trail Bridge Project	\$250,000
2003	Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air	MacArthur Boulevard Streetscapes, Phase I. Project No. 964-82-058	\$455,000
2003	California Department of Conservation	Beverage Container Recycling	\$36,000
2003	California Integrated Waste Management Board (CIWMB)	Illegal Dumping	\$255,000
2003	CIWMB	Tire Amnesty Day Grants	\$20,000
2003	California Substance Abuse Services Coordination Agency (SASCA) in County of Alameda	Transitional Housing	\$100,000
2003	(SASCA) in County of Fresno	Transitional Housing	\$100,000
2003	(SASCA) in County of Santa Clara	Residential Treatment and Transitional Housing	\$300,00 (amount varies)

Selected Funding* Received by Clients (page six of six)			
Year	Grant Agency	Proposal Title/Emphasis	Award
2003	CIWMB Used Oil Opportunity Grant	Bilge Pump-out System	\$197,000
2003	Metropolitan Transportation Commission (MTC)	Bus Senior Social Day Program	\$57,000
2003	California Office of Traffic Safety	Promote traffic safety and anti-DUI	\$141,294
2003	California State Library Proposition 14 Library Bond Act of 2000 (CA Prop 14)	Manor Branch Library	\$3,800,856
2003	CA Prop 14	Pickleweed Library (San Rafael Public Library)	\$1,288,890
2003	California State Parks 2002 Resources Bond Act Urban Park Act of 2001	Allan Witt Aquatics Complex	\$1,700,000
2003	California SACPA Proposition 36 (through County of Santa Clara)	Transitional Housing	\$110,000
2003	MTC - Transportation for Livable Communities (TLC)	East 14th South Area Development Strategy (Capital Grant)	\$1,000,000
2004	CA Prop 14	Fontana Library & Resource Technology Center	\$14,900,000
2004	California Substance Abuse Services Coordination Agency (SASCA) in County of Alameda	Transitional Housing	\$100,000
2004	(SASCA) in County of Fresno	Transitional Housing	\$100,000
2004	(SASCA) in County of Santa Clara	Residential Treatment and Transitional Housing	\$300,00 (amount varies)
2004	CA Prop 14	Murrieta Public Library	\$6,373,676
Total of Selected Grants Funded			\$55,473,642

* Subtotal is accurate based on current information. Additional grants were funded that are not reflected on this list

1.5. Organizational Chart

DJT Consulting Group

- Level One: Principal Consultants: Dan Armenta, Jennifer Chien, Trudy Kilian. Jennifer Chien manages our corporate office in Oakland, California.
- Level Two: Senior Associate: (Independent Contractor) Sherry Bruning (reports to any one of the principal consultants, depending upon the project.
- Level Three: Part-Time Administrative Assistant (Independent Contractor) Jill Greenblatt reports to any Level One Principal Consultant. Serves as Office Coordinator under the direction of Jennifer Chien.

1.6. Resumes/Summary of Qualifications

One or more of the following individuals will be involved in the efforts described in the Scope of Services: Trudy Kilian, Dan Armenta, Jennifer Chien, Sherry Bruning and Jill Greenblatt. Ms. Kilian is the Project Manager ultimately responsible for any project and authorized to sign contracts.

A resume for each of these individuals is included in the appendix. For Dan, Jennifer, Trudy and Sherry, information provided includes experience and education, a sampling of grant projects funded and individual references including a description of project(s) provided for these referenced entities.

Other Subcontractors

DJT Consulting Group understands that prior notice and approval must be obtained for substitutions of personnel within this contract. The firm also understands prior notice and approval is required if any other personnel are to be hired to do projects with the State of Arizona or other entities encompassed in this contract.

2. METHOD OF PERFORMANCE

2.1. Project Examples

City of San Leandro

Below is an excerpt from a City staff memo to the City Manager, explaining DJT Consulting Group's services and its benefits.²

"...DJT Consulting Group can help the City refine and strengthen a Grant Writing Program to best serve the diverse needs of Departments of the City of San Leandro, increasing the City's return on its grant writing investment.

Project Areas include

1. Cultural and Leisure Activities for children, families, and senior adults
2. Public Facilities (i.e., streets, buildings, parks)
3. Human Services, including programs for Youth, Senior Adults, Family Assistance
4. Economic Development, including community access through technology
5. Recycling and Environmental Programs
6. Emergency Preparedness Programs
7. Historical Preservation and the Arts
8. Library Programs
9. Other areas as deemed necessary by the City

The [City] Grant Program Manager and DJT Consulting Group developed a grant program process that outlines the procedure and relationships in implementing and conducting the program... DJT Consulting Group carries out several tasks, as part of this process, both independently and in conjunction with the Grant Program Manager. These include:

- Research federal, state, regional, and/or private funding sources for potential grants applicable to the City's general plan and Department priorities.
- Review and analyze grant possibilities suggested from City staff and from the City's consulting firm, Simon and Company.
- Monitor ongoing grant opportunities, including several State programs that arose from voter-approved bond acts.
- Attend grant information sessions and mandatory applicant meetings on the City's behalf.
- Provide written reports on grants research efforts and likely funding sources; advise staff on strategies for successful grant applications.

² Dan Lunsford's transmittal to John Jermanis, City Manager, 2/11/02

- Work closely with and assist interested City Departments with grant applications.
- Facilitate meetings with City staff and collaborative partners (including community-based organizations and other government bodies, when appropriate) to coordinate the overall grant process. This includes planning application content, assigning application components to responsible parties, and completing grant applications.
- Prepare comprehensive grant applications, including assistance with program planning, grant writing, budget preparation, as well as assembling grant attachments and supporting documentation.
- Conduct proposal and grant follow-up activities.”

City of Fontana

Jennifer Chien was the Project Manager for the City of Fontana's successful \$14.9M library construction proposal to the California State Library, Office of Library Construction. Other DJT Personnel and consultants, managed by Jennifer, also worked on the proposal.

One of only 12 proposals funded out of 77 submittals, challenges included working on a short-time frame (3 months) to collect, analyze and synthesize information from a wide-range of resources. Information was supplemented with new research and public involvement activities (e.g. focus groups, surveys (written, telephone and Internet). While DJT personnel came in as relative outsiders to the community, we came to embrace and champion “the cause,” all the while beefing up (or disproving) experience-based assertions with facts. DJT staff also facilitated the negotiation of Joint Use of Service Agreements between schools and libraries, helping each party identify services and responsibilities they could share along with funding or in-kind resources they could contribute.

Community Redevelopment Agency of the City of Los Angeles (CRALA)

One project included working with a number of grant writers and other consultants on a package of proposals submitted to the Los Angeles County Metro Transit Authority “Call for Projects.” “Broadway Sidewalks” was the name of the project element that DJT Consulting Group handled. The proposal was for \$2.6M. According to CRALA staff, the proposal was well-received. Unfortunately, MTA was forced to terminate the Call for Projects due to the state’s budget crisis. This work included following specific instructions for communicating among consultants, for preparing documents so that they would be uniform in “look and feel” and in staying within a budget although project details changed. CRALA has

since contracted with our firm for other projects. Our firm is on a pre-approved contractor list for consideration for such projects.

2.2. Method/Manner for Performing Requirements of Scope of Work

Overall Approach

DJT creates a competitive edge by forming talented partnerships, making the best use of client resources as well as the expertise of our personnel. ***Our coordinated, collaborative approach*** leverages expertise, reduces duplication and takes into consideration that client staff need time to fulfill other responsibilities. By collaborating, we strive to maintain the “personality” of the project as espoused by the client-- the real owner of the effort. By drawing out the knowledge and expertise of clients and their key stakeholders, our work product reflects your belief in and commitment to your project.

DJT has successfully coordinated multiple work teams to meet deadlines and accomplish deliverables. Our ***project management*** method ensures that work products are complete, competent and timely. It also ensures that current, specific data is used in these projects. To ensure timeline milestones are met and deliverables are accomplished, we strive for the following:

- Collaborating with diverse interests toward a common goal
- Ensuring tasks are clearly defined
- Ensuring proper resource allocations, to include:
 - realistic and achievable timelines
 - appropriate personnel assignments.
- Providing regular, timely and open communications
- Creatively managing changed courses of action

It is crucial to maintain a timely flow of information between staff and DJT Consulting Group. It is also crucial that responsibilities are coordinated through a key staff person from the client organization and a key person from DJT Consulting Group.

Before DJT Consulting Group takes on a project, we provide a Scope of Work outlining responsibilities. Major components of the work to be done are identified. A fee for completion of these components is estimated. The client has the opportunity to negotiate the assumption of some of the responsibilities or assigning them out to other personnel.

Grant Writing and Related Activities

DJT Consulting Group provides a full spectrum of grant writing services, from Letters of Intent to compete applications with appendices, budgets and other data. Our company can provide “turnkey proposals,” doing nearly everything required, up to and including proposal submission.

Project management involves every step of the grant application process. Depending upon the negotiated Scope of Work, activities can include determining initial program priorities and funding prospects, conducting intensive research to ensure appropriate funders are identified, facilitating the development of partnerships as required by program and proposal requirements, representing the client at public meetings and functions, writing and submitting grant proposals, and conducting follow-up for applications and grants.

DJT will work with staff and consultants to develop a WorkPlan that includes all parties and tasks to be tracked, with deadlines. Through telephone calls and/or emails, DJT will provide task reminders and follow-up support to all team members. Software such as Microsoft Project is used to help manage the WorkPlan. DJT will work with staff and consultants to set major milestones during the course of any project. As each milestone approaches, DJT will work with project team to determine if activities are on target and if deliverables will be met.

Value-Added Services

DJT will provide strategic guidance and facilitation to all parties should unexpected challenges arise in project completion. This troubleshooting can help parties stay on-track with deliverables and make necessary adjustments to ensure successful project completion.

DJT staff was tasked with organizing and conducting community meetings with various stakeholders for our clients as part of the California State Library's Proposition 14 grant application process. This included identifying the stakeholders, developing meeting strategies, conducting the meetings and documenting the results. In addition, as part of the application process, DJT coordinated the development of video "essays" to illustrate community needs.

DJT is experienced in helping create relationships with public officials and form or reinforce collaborative relationships to secure resources and support. As former government staff at the analyst and management levels, Dan Armenta and Trudy Kilian are well-versed at working effectively with public officials. DJT's principals also have a long and rich history of working to establish or grow public-private partnerships, including the Santa Clara County Housing Trust Fund and team efforts among social service providers and government entities.

2.3. Cultural Competency

DJT Consulting Group is a multi-ethnic, multi-cultural and cross-generational firm. Personnel ages range from the 20's to the 50's. Company ownership reflects this commitment to diversity, in that two of the three partners are women and two are minorities (Hispanic and Asian American). All personnel have work and volunteer histories with varied ethnic and other diversity communities (e.g., gay, lesbian, disabled, seniors, students). Sherry and Trudy speak, read and write Spanish and Sherry is experienced with cultural competency and related compliance issues.

Statement of Non-Discrimination

DJT Consulting Group does not discriminate in accepting clients or hiring personnel on the basis of race, sex, sexual orientation, national origin or ethnic group, color, age, religion, disability or military service. Our company is committed to the policy that all persons shall have equal access to resources and opportunities without regard to personal characteristics not related to ability, performance or qualifications.

Statement of Equal Opportunity Policies

All potential personnel are considered for opportunities without regard to race, color, religion, gender, sexual orientation, national origin, age, veteran status or disability except where an accommodation is unavailable and an individual's disability is a bona fide occupational disqualification. These policies and programs cover every aspect of the work experience:

Personnel and potential applicants will not be subjected to coercion, intimidation, harassment, or threats for filing a complaint of unlawful discrimination; assisting or participating in an investigation regarding alleged unlawful discrimination, compliance review, hearing, or any other activity related to the administration of any federal, state or local law requiring equal employment opportunity; opposing any act or practice made unlawful by any federal, state or local law requiring equal opportunity or; exercising any other right protected by federal, state or local law requiring equal opportunity.

3. BUDGET

3.1. Pricing Schedule

The State Pricing Schedule form is provided as an attachment to this proposal. Please review the data below for more explicit details about our firm's pricing strategies.

Hourly Rate

DJT Consulting Group's rates are based on an hourly amount, with a not-to-exceed total budget amount for each contracted project or given time period (e.g. per proposal or per annum). Estimates are provided for each proposal in advance of the project commencement and are negotiated with clients to reflect the staff and consultant responsibilities.

Our firm's hourly fee for Arizona government agencies is **\$85/hour**. Our hourly rate includes considerations for overhead, including clerical/administrative services. The hourly rate assessed for our contracted administrative assistant rate is \$30.00 per hour. The hourly rate assessed for DJT's Principal Consultants is \$75.00 per hour. The hourly rate assessed for DJT's Senior Associate is \$50.00 per hour.

For the \$85.00 hourly rate, services include:

- Project Management: coordination of staff and consultants, project meeting facilitation, workplan development, meeting deadlines.
- Grant Research: finding and screening grant leads, alerting client staff to grant opportunities.
- Grant Writing: every aspect of writing, editing, research, and revision of the grant document and any attachments.
- Grant Training

Expenses

Reimbursements for direct project expenses are additional. Reimbursements for travel, printing, delivery and other project-related expenses will be based on current State mileage and travel reimbursement rates and actual costs of other items. Receipts can be submitted for all reimbursed costs.

Rate Differentials

DJT Consulting Group is able to arrange discounted rates with clients under specific

circumstances, dependent on deposit amounts, payment schedules, and purchase of additional services such as the Resource Development Plan. Such discounts, if any, are negotiated with each client individually after determining a scope of work.

3.2. Budget Details

It is impossible to provide a line item budget for a project before the scope of work has been agreed upon identified. In this section, we provide a description of likely fees for services.

Short Proposals

Proposals for new projects with narrative sections of up to 12 single-spaced pages generally are completed for an average of \$7,000. If charts, tables, drawings or diagrams are required, the fee may be more. Budgets are normally prepared by the client, with DJT Consulting Group reviewing the data and suggesting changes, if necessary. Attachments such as organizational tables are also normally provided by the client.

Longer Proposals

Proposals for new projects with narrative sections of between 13 and 30 single-spaced pages can generally be completed for an average of \$16,000. If charts, tables, drawings or diagrams are required, the fee may be more. Budgets are normally prepared by the client, with DJT Consulting Group reviewing the data and suggesting changes, if necessary. Attachments such as organizational tables are also normally provided by the client.

Complex Proposals

Some proposals require application forms as well as a number of inter-related plan documents requiring extensive research, community input and lengthy documentation. For instance, a proposal for the construction of a new public library can cost over \$100,000.

Rewriting Documents for New Venues

Generally, incorporating existing materials into new formats takes less time than writing a new proposal from scratch. Fees can be approximately 30% to 50% less than new proposals. However, bringing data up-to-date, determining how to fit data into different formats and what must be added, and adhering to different requirements adds time.

Letters of Intent (LOI's)

Letters of Intent are generally between one and five pages. Each LOI has to be directed toward the specific guidelines and interests of the potential funder. An average cost for preparing a LOI for a new project is \$600. Subsequent LOI's for the same

project would be approximately \$300. Budget documents and required attachments such as roster of Board members would be provided by client. (DJT Consulting Group may advise on modifying these documents, for an additional, nominal cost.)

Guidance and Coordination

DJT Consulting Group will provide guidance to project members and limited coordination of the overall project. An average fee is \$2500.00 per month. This can be negotiated by hours per week required. Guidance and Coordination activities may include:

- Preparing questions for submission to RFP issuer.
- Collecting, distributing and reviewing pertinent background documents.
- Identifying partners to participate in RFP process (in collaboration with client)
- Holding strategy meetings (participate in and/or lead them)
- Preparing schedule/identifying due dates for all work to be done on proposal
- Coordinating the development of a strategy for each component and overall.
- Helping identify ways to differentiate client project from competition.
- Determining review, feedback and editing processes for written sections.

Grant Writing Training

On site training for groups up to 30 individuals will be charged at \$800.00 per day plus expenses. One-to-one training and distance training is also available at the hourly rate of \$85.00 plus expenses.